



STATE OF INDIANA

Request for Information 17-096

INDIANA DEPARTMENT OF ADMINISTRATION

**On Behalf Of
Indiana Distressed Unit Appeals Board**

**For
School Corporation Emergency Management Services**

Response Due Date: May 10th, 2017 by 3:00pm EST

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Indiana Department of Administration
Procurement Division
402 W. Washington St., Room W468
Indianapolis, Indiana 46204

In accordance with Indiana Code 5-22-6, this Request for Information (RFI) is issued by the Indiana Department of Administration (IDOA) on behalf of the Indiana Distressed Unit Appeals Board (DUAB) to obtain information about potential solutions for School Corporation Emergency Management Services. Responses to the RFI will not be returned. The State of Indiana and the Indiana Distressed Unit Appeals Board are not liable for any cost incurred by vendors in response to this RFI.

PURPOSE OF THE REQUEST FOR INFORMATION

The purpose of this RFI is to solicit expressions of interest and information from qualified persons or entities who wish to be considered as a provider of the School Corporation Emergency Management services described herein. This RFI is intended to provide pertinent information to the DUAB so that it may evaluate the experience and qualifications of the Respondents to perform the desired work. The selection of a particular service provider, and whether to award a service contract, are entirely within the DUAB's exclusive judgment and sole discretion.

The DUAB is interested in learning about all types of solutions available in the marketplace for School Corporation Emergency Management Services. Respondents should provide full details about their solution in order for the DUAB to gain a clear understanding of the complete solution being proposed.

The DUAB may request in-person demonstrations from Respondents of this RFI for the purpose of collecting additional information and/or receiving clarification on proposal details. Invitations may be extended to Respondents of this RFI subsequent to the receipt of responses. The demonstrations will be conducted at the Indiana Government Center in Indianapolis, IN at a date to be determined after review of the proposal submissions.

The information provided in the responses to this RFI may also be used to assist in the development of a Request for Proposal (RFP) at a later date. However, the State reserves the right to award a contract directly from this RFI.

BACKGROUND

Gary Community School Corporation ("GCSC") has faced significant financial and academic challenges for several years. In 2015, the Indiana General Assembly added Indiana Code 6-1.1-20.3-6.9, creating a mechanism for a financial specialist to take financial control of GCSC, in consultation with the GCSC Board of Trustees and the City of Gary. The Indiana General Assembly is currently considering Senate Bill 567, which would designate GCSC as a distressed political subdivision and would require DUAB to appoint an emergency manager for GCSC. Respondents are encouraged to review Senate Bill 567 prior to responding to this RFI.

SCOPE OF WORK

Subject to the final outcome of Senate Bill 567, DUAB's expectations for the emergency manager include, but are not limited to, the following:

- The emergency manager will assume all powers related to administrative and financial matters of GCSC. In addition, the emergency manager will have significant responsibility and authority related to academic matters of GCSC.
- The emergency manager shall develop and implement a long term plan for GCSC that will return the school corporation to fiscal solvency, including a structurally balanced budget, the elimination of past due financial obligations, a stable and manageable capital plant, and the creation of critical financial management infrastructure.
- The emergency manager shall provide for a team of qualified individuals to manage the day-to-day financial and academic operations of GCSC.
- The individuals participating on the project team should jointly have subject matter expertise and experience in school fiscal management, debt management, budget development, procurement, employee relations, capital planning, academic standards (both national and Indiana-specific) and best practices in educational

programming. The project team should also have significant experience with federal programs applicable to school corporations including, but not limited to, special education, Title I funding and the National School Food program. Additionally, the project team should understand Indiana property taxation processes and Indiana's school corporation collective bargaining statutes.

- The emergency manager or at least one member of the emergency manager's team should be on-site at least 90% of the work week.
- The emergency manager may be required to hire individuals to fill key roles in the GCSC administration or contract with professional service firms to assist the GCSC administration. The emergency manager should be prepared to complete this hiring or contracting process and then manage these individuals or their contracts.
- The emergency manager will develop a written financial plan to allow GCSC to achieve financial stability, including payment of all outstanding obligations and payment of future operational costs in a timely manner. An initial plan must be developed within six months after appointment and presented to DUAB. The plan may be updated over the emergency manager's tenure to reflect updates to GCSC's financial situation.
- The emergency manager will negotiate with creditors as needed to develop payment plans for any outstanding amounts. These payment plans will be subject to review and approval by DUAB.
- The emergency manager will negotiate and approve all contracts entered into by GCSC. The emergency manager will assure all contracts meet state procurement requirements and state contracting statutes for schools.
- The emergency manager will approve all payroll and other claims prior to payment.
- The emergency manager will approve the creation of any new positions and the filling of any vacant positions.
- The emergency manager will review all existing employee contracts and collective bargaining agreements and develop an implementation plan for making changes to such agreements in order to bring staffing expenses in line with current school operational needs. The emergency manager will set salaries and other compensation as applicable and will exercise the authority of the executive and fiscal body of GCSC in negotiation and entering into labor contracts and collective bargaining agreements.
- The emergency manager will evaluate the educational services provided by GCSC, including but not limited to classroom instruction, special education, career/technical education and student extra-curricular activities. Based on this evaluation, the emergency manager will develop and implement a plan for improvements to the educational services which allow for GCSC to operate in a fiscally sound manner.
- The emergency manager will evaluate the non-educational services provided by GCSC, including but not limited to food services, security and safety, custodial services and building and ground maintenance. Based on this evaluation, the emergency manager will develop and implement a plan for improvements to the non-education services which allow for GCSC to operate in a fiscally sound manner.
- The emergency manager will develop a plan for the operation of GCSC's facilities, including maintenance, repairs, renovations, and construction (if needed). The plan should also consider the closing of facilities as needed, including a plan for managing or dispensing of the vacant facility. The plan should also identify all real property assets of GCSC and determine the best approach for managing or dispensing of these assets when considering both the financial impact to GCSC and the impact these assets have on the surrounding neighborhood and the City of Gary overall.
- The emergency manager will develop and implement a plan for meeting the transportation needs of GCSC and its students.
- The emergency manager will prepare the annual budget for GCSC. The proposed budget must dedicate a significant part of the school corporation's budget to eliminating outstanding financial obligations. The emergency manager will present the proposed budget to DUAB for review and approval.
- The emergency manager will ensure that all federal and state reporting requirements that are due to various agencies of the State of Indiana are submitted in a timely and thorough manner as to meet all program requirements.
- The emergency manager will work within the guidelines and statutes for all Indiana school corporations and administer all programs, contracts, grants and awards in accordance with Indiana state laws and federal regulations and guidelines.

- The emergency manager will report monthly to DUAB on actions taken to improve the financial condition of GCSC and any other information requested by DUAB. DUAB may request reports more frequently if necessary.
- Other duties as identified by DUAB.

SUBMISSION REQUIREMENTS

In your written response to this RFI, please provide information and details about your firm or entity, its background, history, ownership structure, experience/expertise in this particular field, legal structure and other relevant and appropriate information for DUAB's consideration. The minimum information to be provided is listed below. The Respondent should include additional information as necessary to provide a complete picture of the services the Respondent would offer if selected to be the emergency manager for GCSC.

Company Information and Experience

1. Basic Information
 - a. Legal name of entity
 - b. Doing business under other company name? If yes, name of entity
 - c. Headquarters address
 - d. Other office locations
 - e. Contact name, email address and phone number
 - f. Website address
 - g. Number of years in business
 - h. Number of employees (total, by location, and by role)
2. Client References – The Respondent should include a list of at least three (3) clients for whom the Respondent has provided services that are the same or similar to those services requested in this RFI. Listed organizations may be contacted to determine the quality of work performed and service received.
 - a. Name of the organization
 - b. Dates of service
 - c. List of services performed
 - d. Contact name, email address and phone number

Approach and Methodology

1. Philosophy - The Respondent should provide a comprehensive overview of the philosophy with which the Respondent would approach the provision of emergency manager services.
 - a. Core values or guiding principles that would drive the project from both an academic and financial perspective
 - b. Approach to community involvement
2. Phased Approach – The Respondent should identify a phased approach that would allow the Respondent to address the most immediate needs quickly through cost-saving measures. The Respondent should demonstrate the process that will be taken to manage fiscal and academic needs in the short-term while developing a long-term plan for the financial stability of GCSC.
3. Processes and Practices – The Respondent should provide detail on the processes and practices the Respondent would apply to fulfill the expectations outlined above. In addition, the Respondent should identify any other action items that it anticipates would be necessary to successfully manage the financial and academic matters of GCSC.

4. Benchmarks – The Respondent should provide a list of proposed project benchmarks through which progress can be monitored and evaluated.
5. Timeline – The Respondent should provide a comprehensive timeline for development of the plans identified above including:
 - a. Written financial plan
 - b. Staffing plan
 - c. Educational services plan
 - d. Non-educational services plan
 - e. Facility operations plan
 - f. Transportation plan
6. Communication Strategy – The Respondent should provide a proposed communication strategy for working with interested stakeholders including, but not limited to, the following:
 - a. Students and parents of students
 - b. Teachers
 - c. School administrators
 - d. City officials
 - e. DUAB
 - f. Indiana Department of Education
 - g. Other involved state agencies, including the Department of Local Government Finance and the State Board of Accounts
 - h. Indiana General Assembly

Proposed Team Members and Experience

1. Proposed Project Team – The Respondent should provide an organizational chart of the proposed project team. For each team member, the Respondent should provide a summary of their qualifications including relevant experience and education and subject matter expertise. In addition, the Respondent should identify the location from which each team member would provide services, specifically identifying those team members that would be on-site at GCSC on a regular basis.
2. Legal Counsel – The Respondent should provide a statement regarding the Respondent's plan for ensuring adequate legal counsel, either as a member of the project team or as a subcontractor.
3. Subcontractor – The Respondent should identify any subcontractors that are proposed to be used to provide the required services, including identification of what services each subcontractor is anticipated to provide.

Conflicts of Interest

1. The Respondent should identify any potential conflicts of interest associated with GCSC or the State of Indiana.

PRICING

Please provide all-inclusive pricing for the solutions presented in your company's response to this RFI. The Respondent should provide an estimate of the annual expense to fulfill the expectations outlined in this RFI.

KEY RFI DATES

Below is a chart that contains all of the deadlines associated with RFI 17-096:

ACTIVITY:	DATE:
Issue of RFI	April 17 th , 2017
Deadline to Submit Written Questions	April 24 th , 2017 by 3:00pm EST
Response to Written Questions	May 1 st , 2017
Submission of Proposals	May 10 th , 2017 by 3:00pm EST

PROPOSAL DOCUMENTS SUBMISSION

All questions in regards to RFI 17-096 must be submitted in writing via email to Leslie Jones at Ljones@idoa.in.gov no later than **3pm EST on April 24th, 2017**. The email subject line should contain the following phrase "RFI 17-096, School Corporation Emergency Management Services." Additionally, please use the Question and Answer template provided when submitting questions.

All responses must be submitted via email to Leslie Jones at Ljones@idoa.in.gov no later than **3pm EST on May 10th, 2017**. The email subject line should contain the following phrase "RFI 17-096, School Corporation Emergency Management Services."

It is important to note that all information submitted in Respondents' responses to RFI 17-096 are subject to the Access to Public Records Act (APRA), IC 5-14-3 *et seq.*, and, after the contract award, the entire RFI file may be viewed and copied by any member of the public, including news agencies and competitors. Respondents claiming a statutory exception to the APRA must indicate so in the response submitted. Confidential Information must also be clearly marked in a separate (electronic) folder from the rest of the response. The Respondent must also specify which statutory exception of APRA that applies. The State reserves the right to make determinations of confidentiality. If the Respondent does not identify the statutory exception, the Procurement Division will not consider the submission confidential. If the State does not agree that the information designated is confidential under one of the disclosure exceptions to APRA, it may seek the opinion of the Public Access Counselor. **Please be advised that prices are not confidential information.**

PROPOSAL EVALUATION PROCEDURE

The State has selected a group of personnel to act as a proposal evaluation team. This team will, in the exercise of their sole discretion, determine which proposal offers the best means of serving the interests of the State, as afforded by IC 5-22-6. The exercise of this discretion will be final.